Children's
World
Year in Review
1993

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President: David S. Weiner
Chairman of the Board: George H. Kidder
*Children's World* is published by the Office of Public Affairs
Vice President for Development and Public Affairs: Anne Malone
Director of Public Affairs: Peggy Slasman
Editor: Martha M. D'Alleva

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Year in Review

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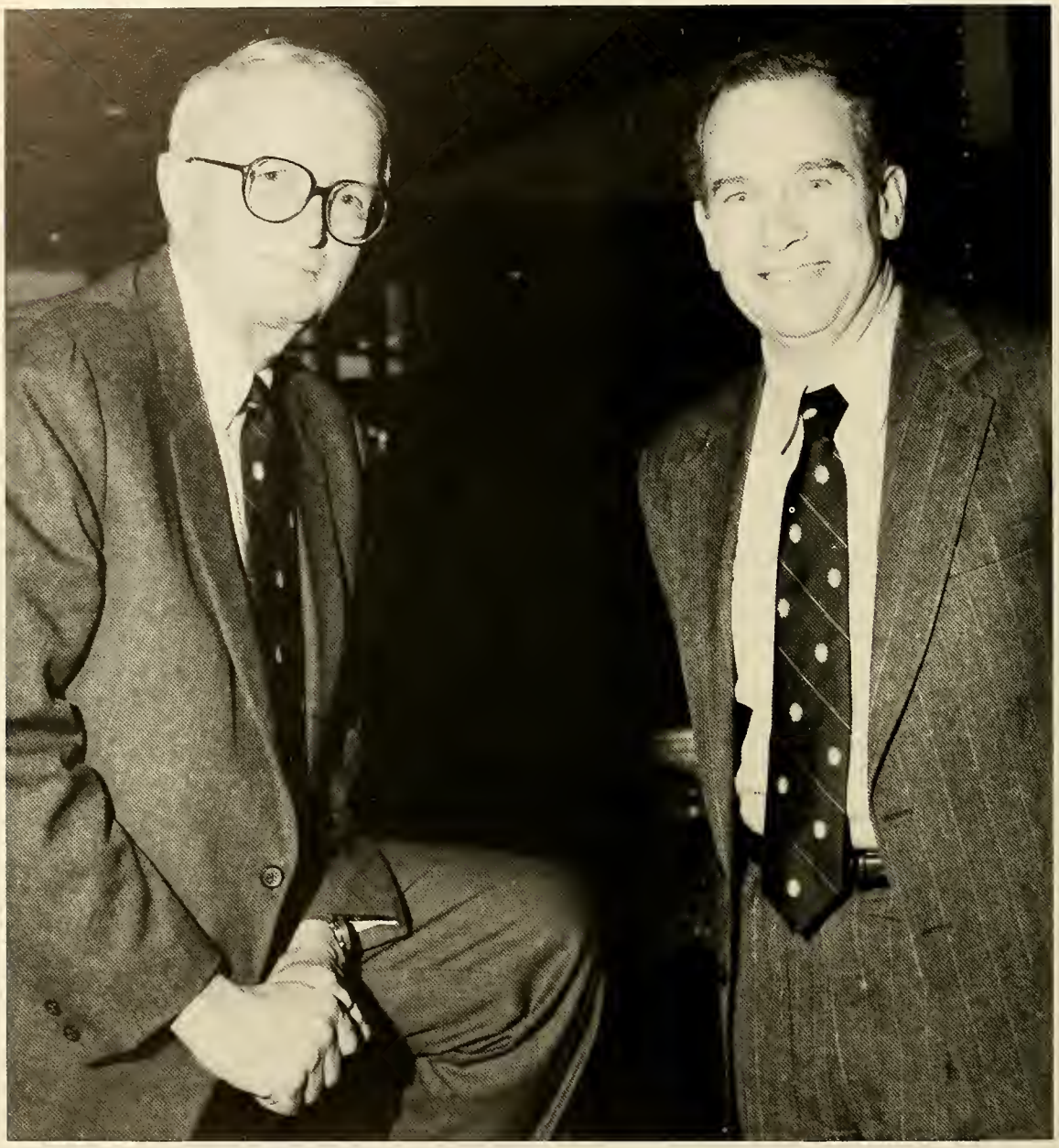
Year in Review

# Message from the Chairman and President



*George H. Kidder, chairman of the Board of Trustees, left, and David S. Weiner, hospital president.*

Children's Hospital turns 125 years old in 1994. During this anniversary year, on many occasions and through many activities, Children's will recall, honor, and celebrate its remarkable history of achievement in pediatrics.

When Children's was founded in 1869, therapies available to sick or injured children were limited: Broken bones could be set; nourishing food, fresh air, and sunshine could be provided. Beginning in the early part of this century, however, the understanding of the causes of childhood disease increased and available treatment options saw an explosion of numbers. Techniques for diagnosing illness were developed, treatments and cures were found, methods of prevention were discovered. And Children's Hospital in Boston was a vital hub of this medical progress and scientific innovation.

The history of Children's is one of change, one of progress, one of reform — making it all the more interesting to be celebrating a tradition of accomplishment during a year in which health care reform dominates the discussion on both the political and policy fronts. The health care reform we face today, however, promises to be more far-reaching and more comprehensive than any we have seen for decades. This is attributed to a number of forces that have converged at this time: the escalating costs of health care, pressure from business and industry to control costs, recognition that too many people lack basic health care coverage and the ability to gain access to the system, decrease of governmental financing programs, and a large federal deficit and the mounting pressure to bring it down.

In addition, frustrations with our nation's health care system abound in both the public and private sector, among those within and outside of the medical industry. Our system has grown too complex, too bureaucratic for patients and providers alike. It needs to be streamlined and simplified. And it certainly needs to ensure health security for all.

We at Children's are determined to remain an important player in the health care discussions nationally and locally. As we have done so many times in the past, we must help shape change. We must exercise our role as the nation's premier pediatric medical center to ensure that the special needs of children are recognized in any system of health care. And we must work to preserve what is special about academic medical centers, where vital research and teaching go hand-in-hand with high-quality patient care.

At Children's we are making changes to position us to remain strong in a new health care environment. In 1992, we undertook a hospital-wide initiative called Operations Improvement, designed to improve service and reduce costs. Throughout 1993, we implemented the recommendations that emerged from the OI process. Last year, we married our OI program to our quality improvement efforts, creating an initiative called "Continuous Improvement." With its multi-departmental task force structure, Continuous Improvement is allowing us to monitor our progress and focus on new ways to enhance effectiveness, increase efficiencies, and control costs.

Developing strategies that will enable Children's to operate effectively in a system with increased emphasis on managed care remains a priority for us. As the percentage of people in Massachusetts enrolled in managed care plans continues to rise, we have sought to make Children's attractive, not only in its quality of care and breadth of services, but also in its cost structure and its responsiveness to patients and families. Our efforts and determination are bearing fruit.

In July, we were delighted to receive news that Harvard Community Health Plan had selected Children's as its principal provider of hospital-based pediatric services. During the summer and fall, teams from HCHP and Children's met regularly to ensure a smooth transition for new HCHP patients. The newly created HCHP Services at Children's recently opened an office within the hospital to serve HCHP staff and subscribers. In addition, Pilgrim Health Care this fall selected Children's as the primary pediatric provider for its subscribers. We look forward to successful partnerships with both of these organizations and expanded or new relationships with other managed care providers.

Under health care reform and as the region's only independent free-standing hospital for children, the relationships that Children's creates and sustains with managed care providers and third-party payors, other teaching and community hospitals, neighborhood health centers, and physician practices will continue to be enormously important to provide the broadest possible access to the children who need our special care. In the years ahead, we

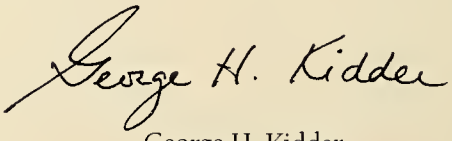
will look to establish new partnerships with health care systems in the region and build on the relationships we now enjoy.

One such expanded relationship came to fruition in October 1993 with the opening of the Beth Israel Hospital and Children's Hospital Medical Care Center. This new facility, located in Lexington, replaces the Specialty Care Center, which Children's had operated in Lexington since 1989. Collaboration with Beth Israel allows Children's to add day surgery to the wide range of services available now to both children and adults at a site that is convenient and accessible to those living north and west of Boston.

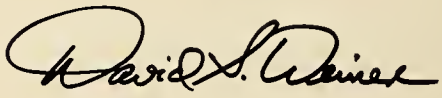
Providing accessible health care services for children and families living in our own neighborhood and in neighborhoods throughout the city of Boston continues to be not just a priority, but a fundamental commitment for Children's. Through programs such as the Comprehensive Child Health Program, Pediatric Group Associates, the Adolescent/Young Adult Practice, and our Martha Eliot Health Center in Jamaica Plain, Children's is providing primary, preventive, and support services to children and families from Boston.

Yet we know all too well that so many of the most troubling health problems are tangled up with the social ills that plague our city. Children's continues to work on many fronts to find solutions that can create a better life for those children and families affected by poverty, violence, drug abuse, AIDS, homelessness, and teenage pregnancy — all of which present hurdles to health and well-being. Dedicated staff at Children's are out on the streets, in neighborhoods, in homes and churches, on mobile medical vans, in storefront clinics, and in the classrooms, fighting these overwhelming problems with determination as well as understanding, and compassion.

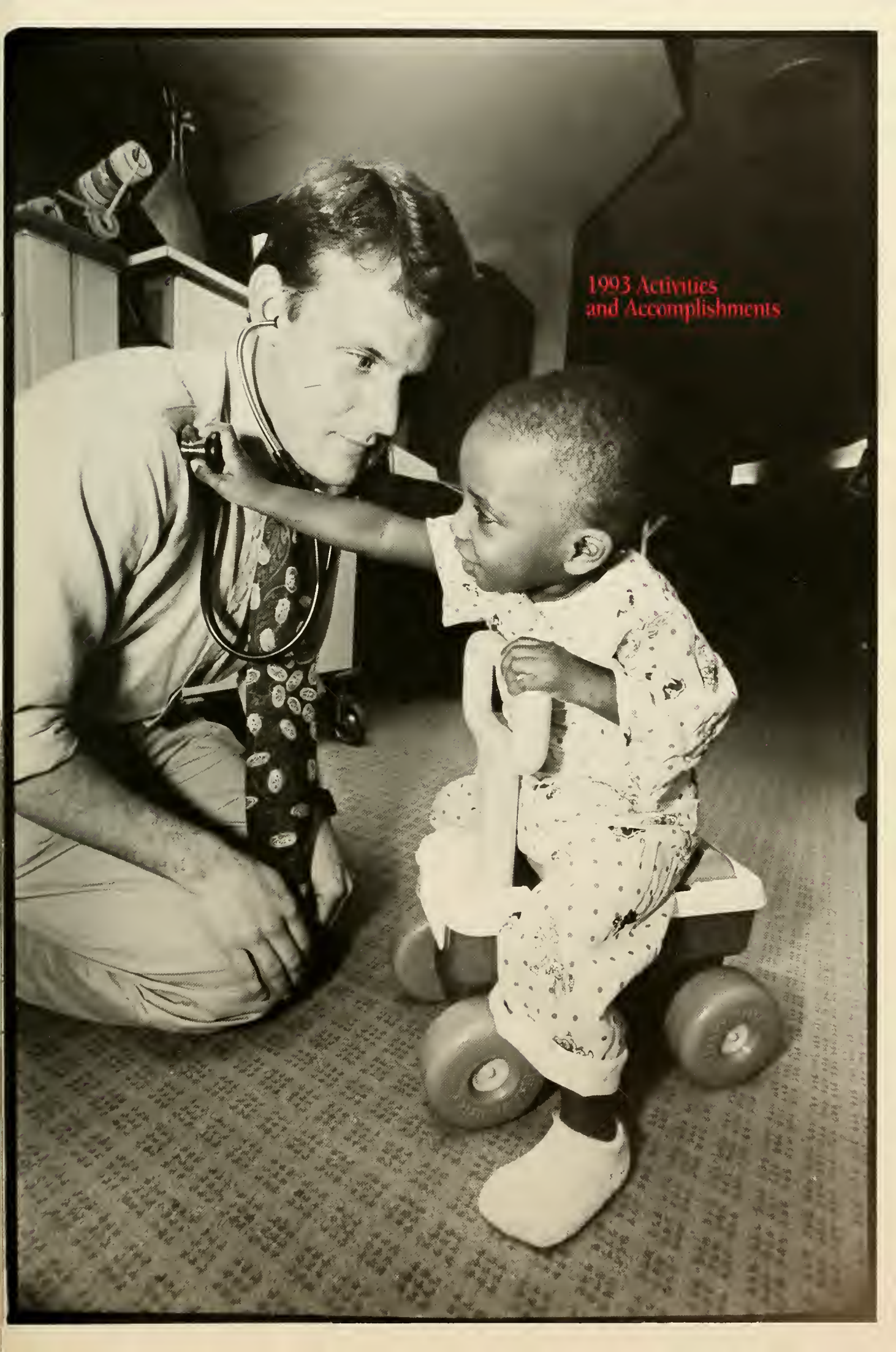
Children's is an institution that has remained strong because it has always kept the best interest of children — all children — in focus as it has changed and evolved and made decisions over the years. Our employees, medical staff, managers, volunteers, trustees, overseers, and extensive network of generous and loyal supporters have made us and kept us strong. Together these members of the Children's Hospital family truly are the spirit of this extraordinary institution. It is fitting that as we celebrate the hospital's long history of leadership in pediatrics, we honor and thank the people who for 125 years have created, built, and shaped this precious resource we call Children's Hospital.



George H. Kidder
Chairman of the Board



David S. Weiner
President



# 1993 Activities and Accomplishments

# Strides in Patient Care

*Gil Wernovsky, M.D., left, and Richard A. Jonas, M.D., spend a moment with the Wilson twins, who underwent arterial switch procedures.*

## Children's marks its first heart-lung transplant

In November 1992, a surgical team at Children's performed the first pediatric heart-lung transplant in New England on Nicholas DeGiacomo, 5, of Framingham, who was suffering from a combination of restrictive cardiomyopathy and progressive pulmonary hypertension. The five-hour procedure was conducted by a 16-member surgical team led by Redmond P. Burke, M.D., associate in Cardiovascular Surgery, and Craig W. Lillehei, M.D., assistant in Surgery and surgical director of the Lung Transplantation Program.

Few pediatric heart-lung transplants are performed in the United States each year, primarily because of the shortage of donor organs appropriate for children.

## Surgeons perform arterial switch on twins

In the fall of 1992, a team of surgeons successfully performed arterial switch procedures on the first known case of twins diagnosed with transposition of the great arteries. Emily and Jennifer Wilson of Stamford, Conn., who were born 11 weeks prematurely, each weighing 2½ pounds, were diagnosed with this defect, in which the pulmonary artery arises from the left ventricle and the aorta from the right, a reversal of the normal configuration.

To correct this problem, which affects one of every 3,500 infants in the United States, Richard A. Jonas, M.D., senior associate in Cardiovascular Surgery, performed a procedure pioneered at Children's Hospital that involves cutting the two improperly situated blood vessels and placing them in their correct locations.

*Terri L. Young, M.D., examines Adom Fermanian, 15, following an intraocular lens implant procedure.*

## ECMO use in surgery initiated

In June, surgeons used extracorporeal membrane oxygenation (ECMO) to sustain a patient during surgery to remove a large spinal tumor, the first known use of this technology for this purpose. The procedure involved removing the tumor from a 2-day-old premature infant. ECMO, a specialized form of cardiopulmonary bypass inserted through a small opening in the neck, was used to avoid making a large chest incision and to support the infant's heart and lungs during the procedure.

## PDA corrected with scope

The first video-assisted thoracoscopic surgical repair of patent ductus arteriosus (PDA) was performed at Children's Hospital on 5-month-old Trevor Keefe of Southboro in April. PDA, a small channel between the pulmonary artery and the aorta that fails to close when a newborn's lungs begin to work, affects less than 10 percent of all newborns in the United States.

The thoracoscopic procedure, conducted by Redmond P. Burke, M.D., associate in Cardiovascular Surgery, is less invasive than open-chest surgery and allows for a shorter postoperative hospital stay. The first successful surgical repair of PDA was performed at Children's in 1938 by the late Robert E. Gross, M.D., who later served as surgeon-in-chief and cardiovascular surgeon-in-chief.

## Intraocular lenses clarify vision

A clinical trial initiated at Children's in January 1993 has demonstrated that intraocular lenses are safe and effective alternatives to contact lenses and eyeglasses for some children who undergo cataract removal. The study, directed by Terri L. Young, M.D., associate in Ophthalmology, is part of a multi-center, ongoing investigation of the implant procedure and long-term effect of the lens on vision in the pediatric population.

Patients who are at least 3 years old and have acquired cataracts after birth as a result of disease, eye trauma, radiation treatment, or medication are eligible for the study. Eight patients have received intraocular lenses at Children's to date. During the hourlong outpatient procedure, a needle-like device is inserted into the eye, and the cataract is removed. An intraocular lens, a clear plastic disc measuring three millimeters wide, is then inserted.

*Nancy Karthas, R.N., clinical AIDS coordinator in the Children's Hospital AIDS Program, examines Tiffany Hill, 3, who is enrolled in the Boston Pediatric AIDS Clinical Trials Unit.*

## Touchpoints helps providers help children

In July, Children's initiated the Touchpoints Project, an educational initiative designed to support parental efforts in child rearing by improving communication between practitioner and parent and easing understanding between parent and child.

Based on the model presented in the book *Touchpoints: Your Child's Emotional and Behavioral Development* by T. Berry Brazelton, M.D., senior associate in Medicine (General Pediatrics) and director emeritus of the hospital's Child Development Unit (CDU), the project is focused on creating a range of written and audiovisual educational materials for practitioners and parents. The content of the curriculum addresses needs specific to parenting, particularly those relating to cultural, economic, or social stresses, and offers information on coping with the predictable "touchpoints" of normal child development. An important focus of the project is developing nurturing alliances between practitioners and parents.

Led by Nancy Poland, R.N., M.S., director of training and education in the CDU, the 15-member, interdisciplinary Touchpoints Project team involves medical and nursing staff throughout the hospital and at several satellite sites, and will be field tested across the country. One of the first major parts of the project, a training curriculum for residents in pediatrics, is expected to be ready for field testing in late 1994.

## Children's, Boston City unite against HIV

In September, the Boston Pediatric AIDS Clinical Trials Unit (ACTU) was created to unite the ongoing research efforts at Children's and Boston City hospitals.

The hospitals now collaborate on HIV protocols to offer improved treatment opportunities and convenience for patients and families. The combined program involves Children's Immunology and Virology laboratories and Boston City's Pharmacology Laboratory and Neuropsychiatric Division.

The new unit is the sixth largest site of the national AIDS Clinical Trials Group network, a project of the National Institutes of Health.

## Brain Tumor Clinic centralizes care

The Pediatric Brain Tumor Clinic was established in June to help facilitate the multidisciplinary care of children with brain tumors. The program is a collaborative effort among Children's and Brigham and Women's hospitals, the Dana-Farber Cancer Institute, and the Joint Center for Radiation Therapy.

Through the clinic, families can schedule an appointment to see a team of specialists at one time. The clinic ensures that each member of the child's health care team is available during specific hours to consult with the family and other staff about the treatment plan.

# Research Highlights

*Jane Greatorex, F.I.M.L.S., research assistant II, and Grace M. Thorne, Ph.D., work in their lab to refine a rapid diagnostic test for toxins of* E. coli *0157:H7.*

## Team discovers test for *E. coli* toxin

In late 1992, Children's filed a patent for a groundbreaking diagnostic test that allows for rapid, specific, and consistent detection of the toxin produced by the bacterial strain *Escherichia coli (E. coli)* 0157:H7. Found in undercooked meat, raw milk, and apple cider, *E. coli* 0157:H7 can cause hemolytic uremic syndrome (HUS), a serious and sometimes fatal disorder, linked to the outbreak of illness in the Pacific Northwest in the winter of 1992. Children under age 5 are at greatest risk for HUS, which carries a 50 percent chance of renal failure and a 2 to 3 percent mortality rate.

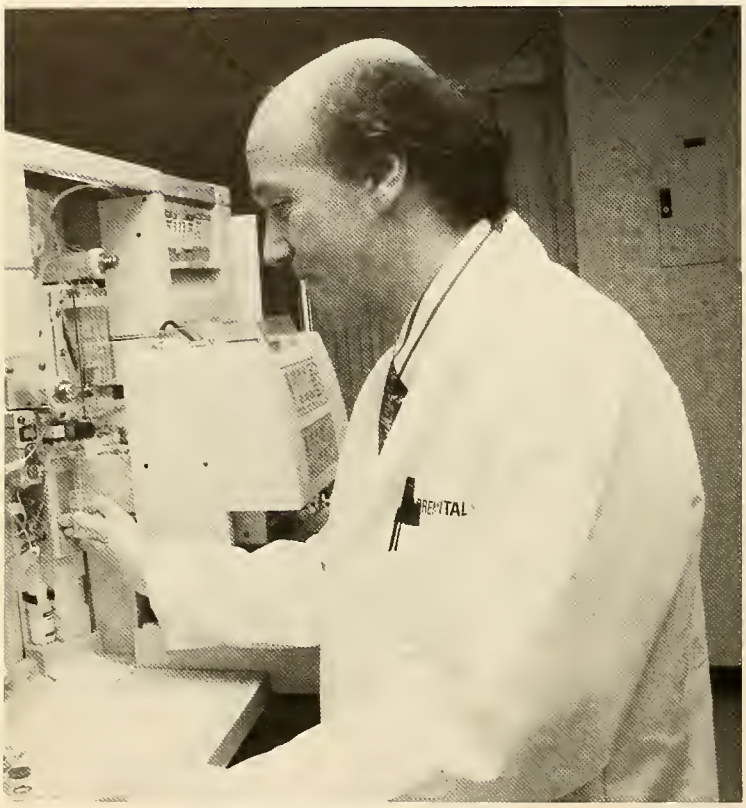
Discovered by a research team led by Grace M. Thorne, Ph.D., director of rapid diagnostics in Children's Bacteriology Laboratory, the test enables hospitals and laboratories to quickly identify the pathogen so physicians can watch for indications of HUS and plan the best treatment.

## Heart surgery techniques compared

To surgically correct life-threatening, congenital heart abnormalities, an infant's heart is briefly stopped. Two standard techniques, circulatory arrest and hypothermic low-flow bypass, have been used during the last 20 years for this purpose. A research team at Children's compared these two methods and found that the predominant use of low-flow bypass provided greater brain protection than circulatory arrest.

The controlled, blinded study, led by Jane W. Newburger, M.D., M.P.H., senior associate in Cardiology, and Richard A. Jonas, M.D., senior associate in Cardiovascular Surgery, randomly assigned 171 patients undergoing arterial switch procedures to receive one of the two techniques as the predominant strategy for providing vital organ protection during heart surgery. Patients were monitored postoperatively for the occurrence of seizures and levels of the brain enzyme creatine kinase, and also underwent electroencephalography and clinical neurologic examinations.

In the period immediately after surgery, patients assigned to the low-flow method showed fewer neurologic effects of heart surgery compared to infants assigned to the standard predominant circulatory arrest technique. The study was published in the Oct. 7 issue of the *New England Journal of Medicine*. Ongoing follow-up of infants enrolled in this study is examining longer-term neurologic and developmental outcomes after use of these two techniques.



*Carlo Brugnara, M.D., examines a blood sample in the Hematology Laboratory.*

## Antifungal agent offers hope for sickle cell

The common antifungal agent clotrimazole may prove a powerful therapy against the painful, often life-threatening effects of sickle cell disease, according to a study conducted by hematology researchers at Children's.

In laboratory tests, clotrimazole was found to prevent dehydration, and thereby sickling, of certain hemoglobin-carrying cells through blockage of a particular biochemical pathway. The study, published in the July issue of the *Journal of Clinical Investigation*, was conducted by Carlo Brugnara, M.D., director of Children's Hematology Laboratory, with Lucia De Franceschi, M.D., and Seth L. Alper, M.D., of Beth Israel Hospital and Harvard Medical School. Clinical trials of clotrimazole therapy will begin at Children's in 1994.

One in every 10 Americans of African ancestry carries the gene for sickle cell disease, and one in 600 suffers from the illness. The blood disorder results in production of abnormal cells that block blood vessels and limit blood flow to tissues, often producing excruciating episodes of pain and damaging vital organs.

## Nitroglycerin may protect nerve cells

The drug nitroglycerin may have a positive effect on neurons, according to a study conducted at Children's. The findings could help to pave the way for development of new treatments for many neurological disorders, including stroke, epilepsy, AIDS-dementia complex, and hypoxic-ishemic damage in infants and associated disorders.

Stuart A. Lipton, M.D., Ph.D., director of the Laboratory of Cellular and Molecular Neuroscience at Children's, led the team that explored the paradoxical way in which nitric oxide, a gas active in the nervous system, can either damage or protect nerve cells, depending on which of two biochemical pathways it follows. Changes in the molecule's oxidation state, or in its number of electrons, can cause nitric oxide to react in different ways, and it can resemble the drug nitroglycerin in certain states.

*Attendees study poster presentations at Children's first Research Day.*

## Research Day fosters communication

To facilitate communication among various research programs at the hospital, the Education Committee of the Research Faculty Council hosted the first annual Research Day in February 1993. More than 40 posters were displayed in the Galleria Conference Center, and two lectures were presented in Enders Auditorium, allowing researchers to learn and share information about ongoing studies.

# Institutional Highlights

*McGruff, the dog who "takes a bite out of crime," shares safety tips with visitors at Family Day held to mark the opening of the Beth Israel Hospital and Children's Hospital Medical Care Center in Lexington.*

## Children's, Beth Israel open satellite

In late 1992, Children's and Beth Israel hospitals signed an agreement to jointly own and operate an ambulatory center in Lexington. The Beth Israel Hospital and Children's Hospital Medical Care Center, which opened in early October 1993, offers patients and families west and north of Boston access to Children's and Beth Israel's health care providers in one convenient location.

Day surgery, infusion therapy, expanded radiology services, and on-site laboratory services have been added to the services that had been offered at Children's Specialty Care Center, which had been providing specialty pediatric services to the western suburban area since 1989. The new center offers care in 25 pediatric specialties, and adult care in internal medicine, obstetrics and gynecology, and 10 medical/surgical specialties.

*Mitchell T. Rabkin, M.D., president of Beth Israel Hospital, left, and David S. Weiner, president of Children's, celebrate the collaboration of the institutions at an evening reception held in October.*

## Name, location changes continue

Space within the hospital was renovated during 1993 to improve services for patients and families. In April, the Adolescent/Young Adult Practice relocated from the Ida C. Smith Building to Hunnewell Ground, in the Comprehensive Child Health Program complex. The practice's administrative offices remain in the Ida C. Smith Building, which now houses the Massachusetts Poison Control Center. Also in April, the Division of Plastic Surgery relocated from Hunnewell 3 to a larger, renovated space on Hunnewell 1.

In May 1993, the School Age/Adolescent Surgical Unit moved from 5 South to 10 West. The space on 5 South was renovated and now houses the Psychiatry Unit, which moved from the Judge Baker Children's Center. The Sleep Laboratory, formerly located on Hunnewell 2, moved to 7 East. In July, the Gynecology Program relocated from Fegan 3 to Hunnewell Ground. Construction at 1295 Boylston St. was completed in August, and the new facility welcomed members of Children's Medical Center and Children's Finance and Information Services departments, as well as the Data Center.

Several hospital departments changed their names in 1993 to more accurately reflect their scope of service and work. Clinical Laboratories was renamed the Department of Laboratory Medicine. The Medical Records Department changed its name to the Health Information Management Department, and the Patient Activity Department is now Child Life Services.

## Hospital ranks first in annual survey

For the fourth consecutive year, Children's ranked higher than any other pediatric institution in the country in an annual hospital survey published by *U.S. News and World Report*. In the survey, which evaluates the nation's 1,488 tertiary care centers, more than 50 percent of the pediatricians selected Children's as one of the country's top five pediatric institutions.

## Construction industry honors hospital

Rudman J. Ham, vice president for Operations, and three departments at Children's were recognized for their teamwork by the Construction Industry Liaison Group (CILG) at its regional awards luncheon at the World Trade Center in November 1992.

Ham, who has supervised many hospital projects, including construction of Children's Main Building, which opened in 1988, and the expansion of the John F. Enders Pediatric Research Laboratories, completed in 1990, received the John I. Carlson Jr. Award for helping Children's gain "an industry reputation for fostering interdisciplinary respect and building team excellence in its capital improvement programs."

Children's Office of Facility Planning and Space Management, and the Hospital Engineering and Research Facilities departments won the CILG's Institutional Sector Award in recognition of "their commitment to project team effectiveness in design and construction."

*David Peck, director of Facility Planning and Space Management, center, studies a drawing of a Children's building during the renovations process with, from left, intern Gregory Johnson, Paul Griffith, designer/draftsman, and Scott Choppa, office manager.*

The CILG was founded in 1988 by leaders of the major building industry trade associations to promote quality and excellence in design and construction through enhanced interdisciplinary relationships with industry users.

## Hospital reviews job classification system

In September the hospital began a 15-month pay program review that will examine the system by which jobs are classified and compensation is awarded. The process will help ensure that Children's grade and pay structure meets the current needs of the institution, and that all job descriptions and performance evaluations are accurate and up to date.

The review is being coordinated by the Human Resources Department and a 15-member Pay Program Review Committee, comprised of representatives from many hospital departments.

## Employee benefit options change

To reflect the hospital's commitment to supporting a diverse work force, Children's extended health, dental, and dependent life insurance coverage to same-sex spousal equivalents of employees in October 1992. The hospital also offered an HIV supplemental benefit plan to all employees that would provide a lump sum of $100,000 to any employee who becomes HIV positive as a result of a work-related exposure.

In January 1993, Children's added Blue Cross/Blue Shield's VIP 2001 and HMO Blue health plans to the employee health benefit options, and discontinued Blue Cross/Blue Shield Master Medical and Bay State Health Care. The health plan changes were prompted by projected cost increases for the Master Medical and Bay State plans.

In August, the hospital revised its leave of absence policy to incorporate the provisions of the federal Family and Medical Leave Act of 1993. Designed to allow employees to care for a newborn or adopted child at home, or to participate in the care of another family member, the law requires the hospital to grant employees up to 12 work weeks of leave for medical, family medical, or child care purposes, if requested by the employee.

*HCHP staff members Jan Benoit, F.N.P., nurse manager for Pediatric Telecommunications, and James Pert, M.D., acting chief of HCHP Services at Children's, work in the HCHP Services Office at Children's.*

## HCHP selects Children's

In late June, Children's signed a contract with Harvard Community Health Plan (HCHP) to serve as HCHP's principal hospital for pediatric admissions and other hospital-based services. This five-year contract provides all HCHP subscribers with access to Children's specialists and wide range of services.

HCHP selected Children's based on the hospital's depth and breadth of high-quality pediatric services, and its commitment to quality improvement and cost control, responsiveness to patients and families, and effective utilization of resources.

As part of the agreement, HCHP has established a pediatric service within Children's Department of Medicine, allowing HCHP pediatricians to manage the care of their patients who are hospitalized or referred to Children's for outpatient specialty care.

## Diversity efforts foster positive changes

In 1993 Children's moved forward with its efforts to foster and value diversity among hospital staff and patient families. The hospital's Diversity Committee coordinated several major initiatives, including training managers and employees on diversity issues; recruiting a more diverse staff by increasing internship opportunities and tapping into new networks of potential employees; and expanding employee benefits to include the option of Neighborhood Health Plan and a range of benefits to same-sex spousal equivalents of employees.

*Ed Boner, media specialist at Harvard Medical School, operates the interactive video technology system during a surgical procedure at Children's.*

## Interactive video links surgeons, students

In 1992 Children's inaugurated an interactive video technology system that allows medical students, physicians, and visitors to observe surgical procedures on screens in the Enders Auditorium and designated conference rooms throughout the hospital. The interactive production involves projection of full-color images on a screen and two-way communication between surgeons and observers, controlled by a field production unit set up by Media Services outside the operating room. Observers in the Enders Auditorium are able to hear discussions among surgeons and ask questions about the procedure.

Designed for medical instruction and conference courses, the interactive video technology system is coordinated in conjunction with Harvard Medical School's Division of Continuing Education.

## Project School Care planned at five sites

Project School Care, a collaborative program at Children's that helps make educational opportunities available to children assisted by medical technology, will be replicated at five sites in the United States through funding by the Robert Wood Johnson Foundation. Established at Children's in 1986, Project School Care combines the efforts of schools, communities, and health care providers to educate all school personnel and classmates who may interact with the child about a child's condition and medical equipment.

The model is being introduced at the Nevada and Placer Counties Special Education Local Planning Area, Calif.; Lowell Public Schools, Lowell, Mass.; New York Hospital-Cornell Medical Center, N.Y.; Wake County Department of Public Health and Wake County Schools, Raleigh, N.C.; and Norfolk Public Schools, Norfolk, Va. Representatives from the five sites gathered in Boston in March to learn about Children's program and how to implement the model in their areas, and to hear about school experiences from students assisted by medical technology.

## Guidelines address students with HIV

In 1993 a team of Children's staff, led by Allen C. Crocker, M.D., senior associate in Medicine (General Pediatrics) and program director of the Developmental Evaluation Center, and Judith S. Palfrey, M.D., chief of the Division of General Pediatrics, prepared national guidelines for the accommodation in school of students who have HIV infection. The issues surrounding this population are of increasing concern to school systems as children infected during pregnancy or at birth reach school age.

Issues covered by the project report, titled "Best Practices Guidelines," include schoolchildren's right to confidentiality about their health status, and the role of school nurses in providing effective supports for students.

The final guidelines will be distributed to educational organizations across the nation in 1994. The project, which included sponsoring an invitational conference for pediatricians, educators, and policymakers to review the guidelines, was funded by a two-year grant from the federal Maternal and Child Health Bureau.

## Facilitated communication seminar held

Health care providers, individuals with disabilities, their families, and professionals in health care, law, and education gathered in the Enders Auditorium in June for a seminar on facilitated communication. Originally developed in Australia in 1990, facilitated communication has been presented as a technique to assist individuals with autism and severe mental retardation in communicating through a computer with the help of a facilitator who is not disabled. The validity of this technique has sparked both interest and controversy among families and caregivers in the United States in the last few years.

Howard C. Shane, Ph.D., director of the Communication Enhancement Center (CEC), a program of the Department of Otolaryngology and Communication Disorders, finds no validity in the technique of facilitated communication. Shane was one of three featured speakers at the seminar, where participants gathered to debate the legal, ethical, and practical implications of the use of this technique. Children's staff in the CEC organized this event, which attracted more than 175 participants.

*S. Jean Emans, M.D., co-chief of the Division of Adolescent/ Young Adult Medicine and chair of the Library Committee, removes the first brick from the Fegan Plaza, the future home of the library, during a ceremony held in September.*

## Construction begins on medical library

In September ground was broken for the hospital's medical library, which will be located in the Fegan Plaza area, between the cafeteria and the Ida C. Smith Building. The 5,200-square-foot library will include a reading area that looks out on the Prouty Garden, private study carrels, computer workstations, a journal display area, ample shelves for publications, and an audio-visual room. The new building is expected to be completed in the fall of 1994.

## Hospital improvement efforts ongoing

In December 1992 the hospital's Operations Improvement and Quality Improvement efforts were merged into an initiative called Continuous Improvement. Chaired by Carol Weinrib, vice president, the Continuous Improvement Committee has been guiding the implementation of recommendations aimed at improving services for patients, families, and employees and maintaining a competitive position in the marketplace.

Projects initiated during 1993 include pilot testing a new integrated model of care delivery (see article in Nursing Staff News), and developing and implementing clinical practice guidelines, or standard treatment procedures for specific conditions. The Continuous Improvement Committee is also responsible for creating more efficient, responsive, and cost-effective approaches to hospital services.

# Community News

*MEHC Executive Director Joseph M. Carrillo, M.D., meets with directors from Jamaica Plain community agencies and day care centers, and representatives from the Boston Housing Authority and Bromley Heath Tenant Management Corporation.*

## Carrillo named Martha Eliot director

Joseph M. Carrillo, M.D., assistant in Medicine (General Pediatrics), was appointed executive director of the Martha Eliot Health Center, an outpatient program of Children's located in the Bromley Heath community in Jamaica Plain, effective May 1. Carrillo oversees the center's daily operations, which include both pediatric and adult services. Carrillo is also involved in planning a new Martha Eliot Health Center, which will be located on a site adjacent to the current facility.

Recognized for his efforts on behalf of inner-city children, Carrillo in 1992 was named Children's first Dyson Fellow in Child Advocacy, working to develop a strategy to enhance delivery of primary care services to children living in urban areas.

## Residents serve MetroWest patients

The MetroWest Medical Center in Framingham, Mass., began a rotation for junior residents from Children's in July. The collaborative program was initiated to give Children's trainees an opportunity to experience patient care in a community hospital, and to expand the staff resources available to patients at MetroWest.

At the center, 13 Children's residents served as team leaders and as teaching residents. Team leaders were responsible for the clinical supervision of pediatric care at the center. Teaching residents' responsibilities included teaching medical students from several different medical schools the pediatric physical diagnosis curriculum, and running weekly medical student rounds.

Children's has maintained a relationship with MetroWest for several years, during which members of the medical staff have served patients in the Emergency Services Department of the facility.

*Former Boston Mayor Raymond Flynn speaks on the planned site of the new Martha Eliot Health Center.*

## Plans for a new MEHC announced

In late 1992, plans were announced to relocate the Martha Eliot Health Center to a new and expanded 26,000-square-foot facility that will be constructed near its current location in the Bromley Heath Housing Development in Jamaica Plain. The new center will be accessible to people with disabilities and will provide enhanced services for children, adolescents, and adults. Among the offerings at the new center will be a public health program that oversees outreach programs, HIV/AIDS education, and substance abuse education and screening services.

The development of the five-acre site, which will also include a Purity Supreme supermarket, a bank, and a pharmacy, will begin in 1994.

## Residents learn to support underserved

A special curriculum for primary care residents, "Training Residents to Serve the Underserved," was developed at Children's and now is an integral part of residency training for all residents. The goal of the curriculum is to guide pediatric residents in managing the special challenges of families facing socioeconomic problems and in doing so, to increase the number of primary care pediatricians in the United States equipped to serve underserved populations.

Taught through individual mentorship and the use of multidisciplinary teams, the curriculum is designed to increase residents' understanding of issues that affect health, such as childhood nutrition, poverty, and school performance, and legal concerns and public policy.

The curriculum was developed by William G. Bithoney, M.D., associate chief of the Division of General Pediatrics; Ann R. McGravey, M.D., assistant in Medicine (General Pediatrics); Shari Nethersole, M.D., assistant in Medicine (General Pediatrics); Judith S. Palfrey, M.D., chief of the Division of General Pediatrics; and Paul McCarthy, M.D., professor of Pediatrics at the Yale University School of Medicine.

Sponsored by the Ambulatory Pediatric Association and recommended by the association to be implemented nationally, other medical schools, including Case Western Reserve, Johns Hopkins, and Yale universities, and the universities of Connecticut, Nebraska, Texas Southwestern, and California at Los Angeles have agreed to implement and evaluate the program.

*Shari Nethersole, M.D., left, talks with chief resident Andria Barnes Ruth, M.D., about issues that concern underserved patients.*

*Mina Milani, R.N., P.N.P., administers a vaccine to Alexis Montes, 6 months, at Martha Eliot Health Center as his mother looks on.*

## MEHC program boosts immunization

In early 1993 the Martha Eliot Health Center addressed the problem of undervaccination of urban children with the initiation of the Expanded Program of Immunization (EPI), a nursing-based, group-oriented approach to health education and immunization.

Two-hour information and discussion sessions for parents, held in both Spanish and English, are followed by vaccination of infants and children. Led by Mina Milani, R.N., P.N.P., nurse manager of Pediatric Services at Martha Eliot, and Margot Hellmuth, R.N., triage nurse, EPI is designed to overcome barriers to immunization faced by immigrant and inner-city families.

## Community Benefit Task Force created

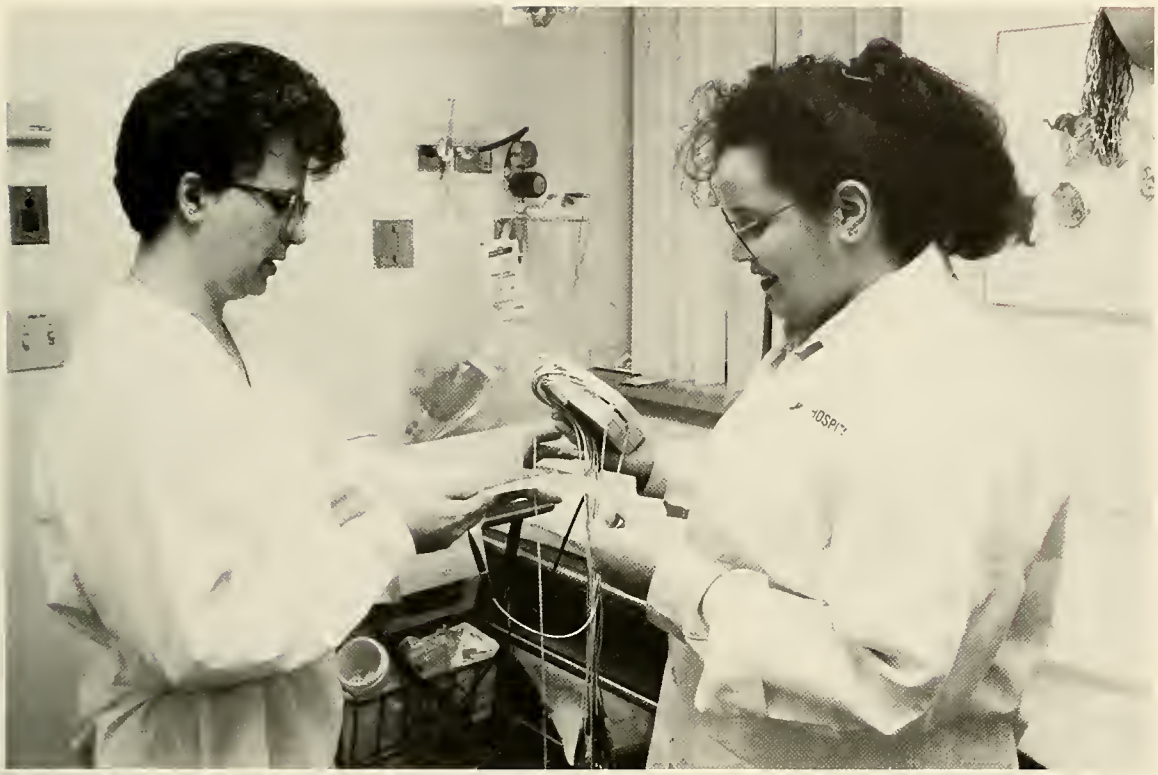
In September the hospital organized a Community Benefit Task Force to examine the hospital's community benefit programs and to identify community health care issues. Chaired by Michael F. Epstein, M.D., vice president for Medical Affairs, the task force will make recommendations on how Children's can further reach out to the city's residents and meet the health care needs of children and adolescents.

## Hospital provides funds for window guards

In an effort to help reduce the number of children injured as a result of falling out of open windows, Children's donated $20,000 toward the purchase and installation of window guards throughout the city in September.

A contribution of $10,000 was made to the Boston Housing Authority (BHA) for window guards that were installed by BHA staff. Another $10,000 contribution was made to Healthy Boston coalitions in Mission Hill and Jamaica Plain, comprised of residents dedicated to improving the general health of their neighbors, to purchase window guards for families in those neighborhoods.

In addition to window guards, the hospital worked with Healthy Boston and the Childhood Injury Prevention Program of the Department of Health and Hospitals to distribute educational materials to families throughout the city about the importance of installing window guards.



*Chris Dindy, senior technologist for EKG graphics in Cardiology, works with Luz Rosa, 1993 graduate of the Fenway Collaborative Program.*

## Fenway Collaborative marks five years

Children's Hospital/Fenway Collaborative Program graduated its fifth and largest class in June 1993. Begun in September 1988, the two-year program provides internships in several hospital departments for students from Fenway Middle College, giving them the opportunity to learn marketable job skills in the health care field. Many graduates of the program have accepted full-time positions at Children's or have gone on to further their education in health care.

## Children's hosts Boston Science Day

In February 1993 Children's hosted Boston Science Day sponsored by the American Association for the Advancement of Science. Employees and staff representing various hospital departments helped junior high and high school students with experiments and hands-on activities, giving them a glimpse of medical and allied health fields.

Children's was one of three sponsors of Boston Science Day along with the Massachusetts Institute of Technology and the Museum of Science.

*Julia Fleming, 12, Annie Weiss, 13, and Jeff Lebner, 12, of Brookline, explore a dentistry exhibit at Boston Science Day.*

# Medical Staff News

*A grateful parent speaks with W. Hardy Hendren III, M.D., and author G. Wayne Miller at the book-signing ceremony held at The Harvard Coop on Longwood Avenue in March.*

## Hendren, Children's featured in book

*The Work of Human Hands: W. Hardy Hendren and Surgical Wonder at Children's Hospital*, an account of Children's Hospital and the work of W. Hardy Hendren III, M.D., chief of Surgery, was published in February 1993. The book was written by G. Wayne Miller, a journalist for *The Providence Journal-Bulletin*.

The book focuses on the multidisciplinary care provided by Hendren, Aldo R. Castaneda, M.D., Ph.D., cardiovascular surgeon-in-chief and surgeon-in-chief, and R. Michael Scott, M.D., associate in Neurosurgery and director of Clinical Pediatric Neurosurgery, in successfully treating a 14-month-old girl born with life-threatening defects of the pelvic organs, heart, and spinal cord.

## Samuels, Wilson named Dyson fellows

Ronald C. Samuels, M.D., fellow in Medicine (General Pediatrics), and Kim A. Wilson, M.D., fellow in Medicine (General Pediatrics), in May were named Dyson General Pediatrics Advocacy Fellows enabling them to pursue child health advocacy.

As part of the fellowship, Samuels began studies toward a master's degree in public health at Harvard School of Public Health and continues his community outreach work at Dimock Community Health Center and Boston Latin Academy in Roxbury, where he serves as school physician.

Wilson, a pediatric primary care physician at Martha Eliot Health Center and school physician at Boston Latin, will continue her work as an advocate for the homeless through the fellowship.

The two-year fellowship was established in 1992 by the Dyson Foundation to support pediatric training in public policy, social policy, and clinical research.

## Lecture established honoring Kirkpatrick

Kenneth Fellows, M.D., chief of Radiology at Children's Hospital in Philadelphia, presented "John A. Kirkpatrick Jr., M.D.: Philadelphia to Boston, Diagnosis to Therapy" at the first annual John A. Kirkpatrick Jr. Lecture, named in honor of Children's radiologist-in-chief emeritus, in July. Fellows was a house staff member at Children's in Boston from 1966 to 1967.

*Joseph E. Murray, M.D.*

## Murray elected to Academy of Sciences

In May Joseph E. Murray, M.D., chief emeritus of Children's Division of Plastic Surgery, was elected to the National Academy of Sciences (NAS), recognizing his "distinguished and continuing achievements in original research."

His contributions to medicine include pioneering work in organ transplantation and rejection, which resulted in the world's first successful organ transplantation — a kidney transplant performed at Peter Bent Brigham Hospital in 1954. He performed the nation's first mid-facial osteotomy (detachment and advancement of the facial skeleton) in 1966. In 1990, Murray received the Nobel Prize in Physiology or Medicine for his contributions to medical science.

The NAS is a private organization that studies matters of science and technology to advise the federal government, and to further science and its use for human welfare. Election to the academy is considered one of the highest honors that can be accorded a U.S. scientist.

## Blackfan, Rotch, Janeway awards presented

The first annual Blackfan, Janeway, and Rotch Service awards were presented by the Department of Medicine in November 1992. The awards honor attending physicians, chosen by the inpatient service chiefs, who have shown outstanding spirit and commitment in patient care, teaching, and administration.

Recipients were Kenneth McIntosh, M.D., chief of the Division of Infectious Diseases, from the Blackfan Service; Alan D. Woolf, M.D., M.P.H., associate in Medicine (General Pediatrics) and director of the Pharmacology/Toxicology Program, from the Janeway Service; and Marilynn Haynie, M.D., assistant in Medicine (General Pediatrics) and director of the Birth Defects Center, from the Rotch Service.

## Folkman work earns two awards

In 1993 Judah Folkman, M.D., senior associate in Surgery and director of the Surgical Research Laboratories, received two prestigious awards recognizing his groundbreaking research in biomedical science. In June, Folkman was the first Children's or Harvard Medical School staff member to receive the Louis and Artur Lucian Award from McGill University in Montreal. Recognizing his research in circulatory diseases, the award is one of Canada's most prestigious scientific honors.

In September, Folkman was named 1993 Inventor of the Year by the New England Inventors Association for his pioneering contributions in several critical areas of biomedical research, including his findings that led to the development of the contraceptive Norplant, and for his research in defining the field of angiogenesis, or blood vessel development.

## Cotran, Orkin recognized for research

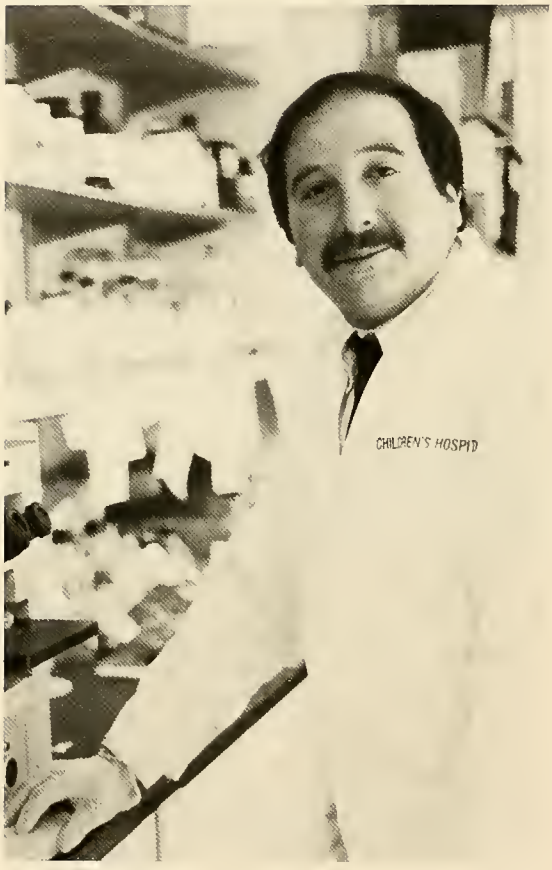
Ramzi S. Cotran, M.D., pathologist-in-chief, and Stuart H. Orkin, M.D., senior associate in Medicine (Hematology/Oncology), were elected as fellows to the American Academy of Arts and Sciences (AAAS) in April.

Cotran, recognized for his research in vascular and renal diseases, is investigating the role of endothelial activation and endothelial adhesion molecules in inflammation and vascular injury. Orkin is studying blood cell development and diseases of the blood, particularly thalassemia and sickle cell disease.

The AAAS honors contributors in the fields of science, scholarship, public affairs, and the arts.

## Muglia named Pfizer Postdoctoral Fellow

Louis J. Muglia, M.D., Ph.D., assistant in Medicine (Endocrinology), was named the 1993 Pfizer Postdoctoral Fellow in Endocrinology. This national award is given annually to a physician who has completed residency training and expresses a commitment to a clinical or basic research career in an academic setting. Muglia will study the function and regulation of corticotropin releasing hormone, which regulates the body's response to physical and psychological stress.




*Alfred I. Geller, Ph.D.*

## Geller is named Parkinson's Foundation scholar

Alfred I. Geller, Ph.D., research associate in Medicine (Endocrinology), was named the National Parkinson's Foundation's Richard E. Heikkila Research Scholar for 1993. The award, granted to one individual in the country each year, will support Geller's ongoing research into gene therapy for Parkinson's disease. Geller and his research team have developed a vector system that uses a mutant herpes simplex virus to transport genes into the brain cells that encode enzymes responsible for synthesizing dopamine, a neurotransmitter lacking in Parkinson patients.

*Karen L. Gould, administrator in the Department of Anesthesia; Mark Rockoff, M.D., associate anesthesiologist-in-chief; and Rhoda Alper, wife of the late anesthesiologist-in-chief, pose beside the portrait of Milton H. Alper, M.D.*

## Annual Alper lectureship initiated

Leroy D. Vandam, M.D., professor emeritus at Harvard Medical School and a member of the Department of Anesthesia at Brigham and Women's Hospital, presented the first annual Milton H. Alper Lecture titled "Schools of Anesthesia" in October 1992.

The visiting lectureship was established by the family, friends, and colleagues of the late Milton H. Alper, M.D., who served as Children's anesthesiologist-in-chief from 1980 to 1991.

## In memoriam: Park S. Gerald, M.D., 1921-1993

Park S. Gerald, M.D., who served as chief of Clinical Genetics at Children's from 1965 to 1983 and was a professor of Pediatrics at Harvard Medical School, died in July of cardiovascular disease. He was 72.

Gerald came to Children's as a clinical fellow and resident in 1959. After training in England in the field of cytogenetics, he returned to Children's and helped establish the Clinical Genetics Unit in 1966.

During his career, Gerald was a pioneer in understanding hemoglobin, and in 1962 Gerald received the Mead-Johnson award for his research in hemoglobin studies.

He was chosen in 1968 as one of the three physician-scientists to work with architects on designing the Pediatric Sciences Research Building at Children's, which opened in 1970 and was named the John F. Enders Pediatric Research Laboratories in 1976.

# Nursing Staff News

*Nine East patient Lisa Anselmo, 12, of Acton, receives care from Mary Goward, R.N., staff nurse I, right. Deborah Buccino, M.D., intern in Medicine, second from left, and Katie Haily, clinical assistant.*

## Integrated model of care initiated

An integrated model of care was initiated on all inpatient units in 1993. This patient-centered, unit-based method of care delivery aims to decentralize and simplify the flow of a patient's care from pre-admission through post-discharge and is an expansion of Partners in Care, the patient-care model initiated in 1987.

In conjunction with the model, a Patient Care Coordination Center was established to better coordinate patient information and responsibilities across departments. The center provides families more continuity in their child's care and caretakers easier access to patient information.

## Reidy awarded annual Shairs scholarship

Suzanne Reidy, R.N., B.S.N., clinical coordinator on 6 East, was the 1993 recipient of the Joshua Tyler Shairs Cardiac Scholarship. Reidy has worked on the Cardiology and Cardiac Surgery Unit since 1981 and is working toward a graduate degree in health care administration at Simmons College.

The $1,000 scholarship, established in 1990 by the family of Joshua Tyler Shairs, a Children's cardiac patient who died in 1987, is awarded annually to a Children's employee working in one of the hospital's inpatient or ambulatory cardiac programs.

## Farley named Neuroscience director

In May Judith A. Farley, M.S.N., R.N., CNRN, was appointed director of the Neuroscience Program, overseeing 9 North, the Neurology/Neurosurgery inpatient unit; and the nursing departments in the outpatient Neurology Program and Neurophysiology Laboratory. This new position was created to consolidate the various components of the Neuroscience Program.

Farley came to Children's in 1983 as a staff nurse I and was promoted to staff nurse II in 1985. She enrolled in the master of science in nursing program in 1987 at the University of Pennsylvania. Returning to Children's in 1988, she worked as a clinical nurse specialist in Neuroscience for five years before assuming the position of director.

*Newly appointed director Judith A. Farley, M.S.N., R.N., CNRN, left, consults with Rence Iervolino, staff nurse I, on 9 North.*

*Cayton Award recipient Cynthia Reed, R.N., second from left, is congratulated by Howard J. Weinstein, M.D., senior associate in Medicine (Hematology/Oncology) and chief of the Bone Marrow Transplantation Service, Sheila Cayton, mother of David, second from right, and Joanne Geake, R.N., M.S.N., nurse manager on 6 West.*

## Reed receives annual Cayton Award

Cynthia Reed, R.N., staff nurse II on 6 West, was named the recipient of the 1993 David Cayton Fellowship Award, presented annually to a member of the nursing staff to recognize expertise in treating bone marrow transplantation patients and to support continued education.

Reed serves on the 6 West Education Committee and is co-investigator of an anti-emetic study, which compares the effectiveness of two drugs, Zofran and Trilafon, in treating nausea in bone marrow transplant patients.

Reed is the 14th recipient of the Cayton Award, established by the family of David Cayton, who was treated at Children's for idiopathic aplastic anemia and died at age 13 in 1978.

# Trustee/Overseer Activities

## Events focus on health care reform

Robert J. Blendon, Sc.D., professor and chairman of the Department of Health Policy and Management at Harvard School of Public Health, offered his predictions for President Clinton's health care reform proposal at the hospital's Annual Dinner, May 13. Held at The Ritz-Carlton, the dinner was attended by more than 200 members of the hospital community, including trustees, overseers, donors, and staff.

Special tribute was paid to Robert P. Masland Jr., M.D., who stepped down as chief of the Division of Adolescent/Young Adult Medicine July 1 after 25 years of service in this leadership position. Two retiring physicians were also honored: Norman T. Budde, D.M.D., a member of the Department of Dentistry for 31 years, and William David Winter Jr., M.D., a member of the Department of Medicine for 40 years.

At the dinner, Joseph C. McNay, an honorary life overseer, member of the Investment Committee, and a long-time supporter of the hospital, was welcomed to the Board of Trustees. His appointment to the board began Jan. 1, 1993.

Fourteen new overseers were elected to one-year terms: Keith W. Aspinall, Kay Bernon, James L. Bildner, Ellen R. Cohen, Todd Kanter, Stephen W. Kidder, Lawrence P. Lataif, Robert P. Mastrovita, Richard Mayo, Frances K. Moseley, Steven Perlmutter, Norton H. Reamer, Jeffrey G. Saunders, and Kenneth B. Schwartz. Also recognized at the event were honorary life overseers Libby Casty, Charles H. Hood, Joseph W. Potter, and Nancy U. Potter.

At the annual Tour and Briefing, held Sept. 22, the evening President Clinton introduced his health care reform package, a group of donors, overseers, medical staff, and hospital administrators gathered for a presentation about how health care reform will affect pediatric institutions like Children's. After opening remarks by hospital President David S. Weiner, Michael F. Epstein, M.D., vice president for Medical Affairs, discussed the impact of ongoing health care changes on inpatient and outpatient care at Children's. Frederick H. Lovejoy Jr., M.D., associate physician-in-chief, then spoke about the president's emphasis on generalization rather than specialization in health care training and how this approach could affect teaching at Children's.

After the presentation in the Enders Auditorium, guests toured the hospital's Surgical Suite and then gathered for a reception at the Longwood Galleria Conference Center.

*From left, Jean Masland, Robert P. Masland Jr., M.D., Norman T. Budde, D.M.D., and Townley Budde enjoy the Annual Dinner.*

# Volunteers

*Nine East patient Sean Brown, 3, of Jamaica Plain, gets a ride from hospital volunteer Michael Han.*

## Volunteer Services supports unit-based, team approach to caring for patients

In 1993 the Volunteer Services Department began to integrate volunteers into patient-centered care, the hospital's inpatient care delivery model designed to cultivate a unit-based, team approach to patient care. Through this program, volunteers are now assigned to a specific unit, rather than floating from unit to unit, and go through training to become part of the team on that unit.

The department has continued to expand activities for patients, focus on training, and become more involved in many areas of the hospital including inpatient units, and outpatient, research, administrative, and laboratory programs. Volunteers logged more than 80,000 hours of service to Children's during the past year.

Volunteer Services also completed a new training manual this year and continues to emphasize training and education for volunteers through in-service seminars run by the department.

Volunteer Services arranged visits and performances for a number of celebrities in 1993 in the Patient Entertainment Center such as actor Richard Chamberlain, violinist Midori, and performers from Ringling Bros., Barnum & Bailey Circus. Offering diverse entertainment programs throughout the year, Volunteer Services coordinates an average of 240 patient entertainment programs each year. These programs are offered five times a week, and some shows are broadcast on the hospital's in-house station Channel 22 to patients in their rooms.

In April, Rabbi Harold Kushner, author of *When Bad Things Happen to Good People*, served as the keynote speaker at the National Volunteer Week recognition ceremony, an annual event recognizing volunteers for their dedication to Children's. The ceremony was held in Enders Auditorium, and more than 150 volunteers attended.

The Foster Grandparent Program celebrated its 10th anniversary this year. Funded by the Children's Hospital League, the Foster Grandparent Program provides opportunities for volunteers to work one on one with children for 20 hours each week.

As part of its ongoing collaborative efforts, the department continues to work with urban job-training programs such as One with One, a program created to help immigrants and refugees become literate in English, competent in the work force, and integrated as members of their communities. Staff in Volunteer Services have placed students from this program in various office positions at Children's where they gain experience and increase their language skills.

Volunteer Services also offers teenagers from the Boston area the opportunity to work in the department through the Summer Volunteer Program. Each summer, teenagers between the ages of 16 and 19 come to Children's and work a minimum of 12 hours each week. Staff members in Volunteer Services run weekly informational seminars for this group to increase their knowledge of patient care.

*World-renowned violinist Midori performs a special concert for patients in the Patient Entertainment Center.*

# League Activities

*League president Kay Bernon, second from left, poses with Festival chairmen, from left, Madeleine Jacobson, Charlotte Vena, and Laura Wernick.*

## League's fund-raising activities support wide range of patient programs, services

In 1993, members of the Children's Hospital League expanded their dedicated fund-raising efforts in support of a wide range of patient programs and activities.

The League's 11th annual Festival for Children's Hospital, held Dec. 5 and 6 at the Atrium in Chestnut Hill, provided a bright start to the holiday season for hospital supporters and friends.

More than 1,000 friends of Children's and the League attended Gala Night Dec. 5. On sale during the evening were an assortment of decorated trees, wreathes, gingerbread houses, teddy bears, and raffle tickets for a range of donated items. Family Day, held Dec. 6, gave young and old an opportunity to view the decorations from Gala Night and enjoy refreshments and entertainment. The Festival was chaired by League members Madeleine Jacobson, Charlotte Vena, and Laura Wernick.

*Elegant trees decorate the Atrium at Chestnut Hill for the 11th annual Festival for Children's Hospital.*

*From left, Nancy Karthas, R.N., and Maurice Melchiono, R.N., M.S.N., C-PNP, talk with Ellie Nager, League historian, at the League's fall open board meeting.*

Throughout the holiday season, League members sold ornaments, raffles, and pins at the North Shore shopping mall, Westin Hotel, and the Atrium. All proceeds from pin sales were dedicated to the work of the Children's Hospital AIDS Program (CHAP).

The League's fall open board meeting, held Oct. 13, 1993 featured presentations by staff from CHAP. Maurice Melchiono, R.N., M.S.N., C-PNP, nurse practitioner in the Division of Adolescent/Young Adult Medicine and coordinator of the AIDS Outreach and Education Program, and Nancy Karthas, R.N., clinical AIDS coordinator, spoke about the hospital's HIV-related programs and outreach efforts to youth.

A benefit fashion show held April 28 at Tiffany & Co. in Copley Place, featuring jewelry from Tiffany & Co. and clothing by designer Giorgio Armani, raised funds for League-supported efforts at Children's.

During the past year, the League also made a generous contribution to an endowed fund, established in 1992, to support selected patient programs, including activity carts offering video games and arts and crafts, performances in the Patient Entertainment Center, and the Sumner Camp and Summer Garden programs.

League members again persevered in their work at the Jamaica Plain Thrift Shop, successfully preparing and selling hundreds of donated items. A number of hospital programs benefited from the proceeds of this endeavor.

# WBZ-Children's Hospital Fund Highlights

*A toddler makes a new friend at the Farmstand petting zoo.*

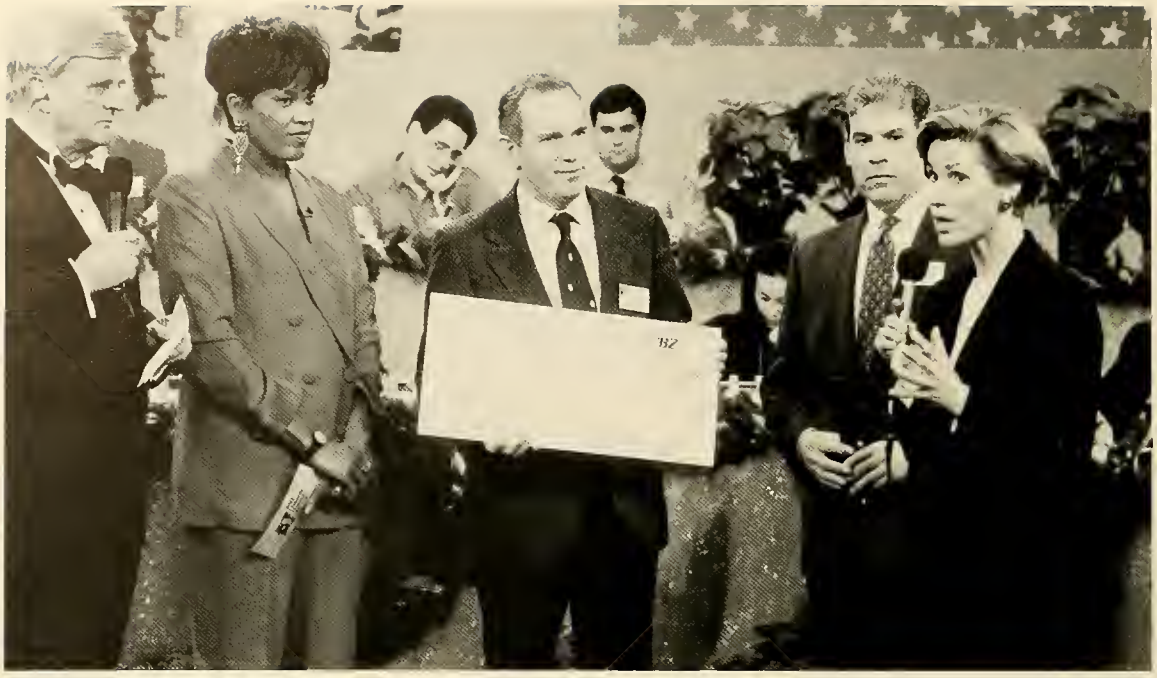
*WBZ personality Dave Maynard, and his wife, Pat, sign autographs for Farmstand patrons.*

## WBZ-Children's Hospital Fund Highlights

The special friendship between Children's and WBZ-TV and Radio lit up a 14th consecutive season of fund-raising to benefit patients at the hospital. Beginning with the annual Farmstand in September, continuing with radio broadcasts throughout the fall, WBZ-TV and Radio topped the season with the Children's Hospital Telethon held in December. The support of thousands of Children's employees, patient families, and friends throughout New England once again led to a successful campaign.

At the crack of dawn Sept. 18, farmers and volunteers laden with fresh produce and home-baked goods arrived at Shriners' Auditorium in Wilmington, Mass., to welcome visitors to the annual Farmstand, which launched the WBZ-Children's Hospital Fund drive. Visitors were entertained by live folk music throughout the day as they bought vegetables, fruit, handmade crafts, plants, and various kinds of food including hamburgers, fried dough, barbecued chicken, and home-baked pies. Despite inclement weather, this year's Farmstand raised more than $20,000 for the fund.

From Dec. 4 to 12, WBZ Radio personalities hosted live and silent auctions at various malls in the Greater Boston area to benefit the fund. Dave Maynard broadcast live from the North Shore Mall on the day of the



*Hospital President David S. Weiner, center, accepts a contribution to the WBZ-Children's Hospital Fund from, from left, WBZ personalities Dave Maynard and Liz Walker, Ed Goldman, vice president and general manager of WBZ-AM and station manager of WBZ-TV, and Deb Zeyen, vice president and general manager of WBZ-TV, at the 1993 telethon.*

*Debbie Ritchie, Children's parent, speaks with Dave Maynard about the special care her daughter Meridan received at the hospital during a live broadcast from the North Shore Mall.*

telethon, telling listeners about Children's, greeting holiday shoppers, interviewing families, and encouraging donations to the fund.

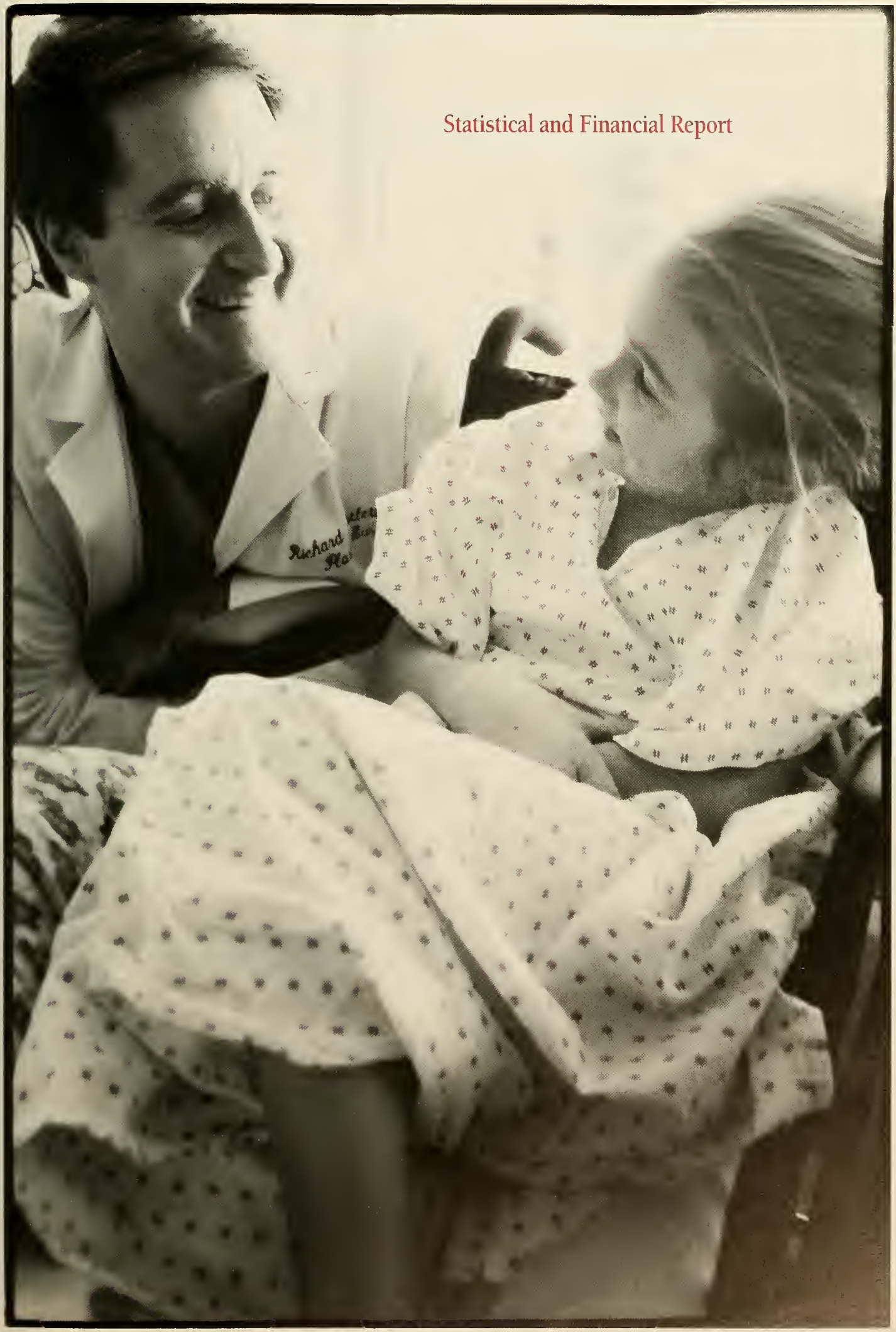
During the month of October, a major fund-raising effort to support the fund took place for the first time at SpookyWorld, "America's Horror Theme Park" in Berlin, Mass. Proceeds totaling more than $30,000 were raised for the fund from the combination of proceeds from opening night, the sale of souvenirs, and donations.

For the second year DePrisco Jewelers sold a special holiday ornament to benefit the fund. This year's ornament featured a holiday tree and the Children's Hospital logo covered with a 24-karat gold finish.

Children's patients, families, and staff were featured the week prior to the telethon on WBZ-TV, and the annual Children's Hospital Telethon was broadcast live Dec. 11 to viewers from 8 to 11 p.m. from the television studios, the Patient Entertainment Center, CambridgeSide Galleria, and the North Shore Mall.

Nine participating malls, all owned by New England Development, supported the fund for a fifth year. "Fossil friends," colorful dinosaur characters, served as this year's holiday theme at the malls, where New England Development offered breakfasts and photographs with the dinosaurs and Santa. A car raffle and gift-wrapping services were also organized by New England Development to benefit the fund.

# Statistical and Financial Report



# Statistical and Financial Report

## Statistics

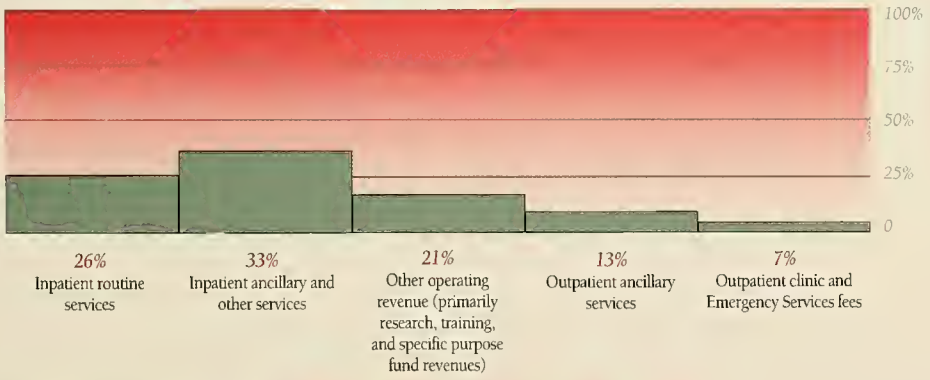
| | 1993 | 1992 |
|---|---|---|
| **Patient:** | | |
| Number of licensed beds | 349 | 349 |
| Discharges | 16,380 | 16,562 |
| Patient days | 93,160 | 96,843 |
| Average stay in days | 5.69 | 5.85 |
| Clinic visits | 205,848 | 208,869 |
| Emergency Services visits | 48,330 | 49,146 |
| Surgical procedures | | |
| Inpatient | 7,844 | 7,571 |
| Outpatient | 5,809 | 5,835 |
| Total | 13,653 | 13,406 |
| Radiology | | |
| Procedures performed | 103,762 | 99,184 |
| Laboratory tests | 1,457,110 | 1,568,101 |

| | | |
|---|---|---|
| **Personnel:** | | |
| Active medical staff | 628 | 649 |
| Active dental staff | 21 | 20 |
| Associated scientific staff | 200 | 195 |
| Courtesy staff | 255 | 272 |
| House staff | 545 | 602 |
| Consultants | 71 | 74 |
| Emeriti | 42 | 47 |
| Clinical assistants | 3 | 10 |
| Visiting staff | 15 | 20 |
| Nursing staff | 872 | 898 |
| Other full-time employees | 2,187 | 2,025 |
| Other part-time employees | 416 | 388 |
| Volunteers | 880 | 876 |

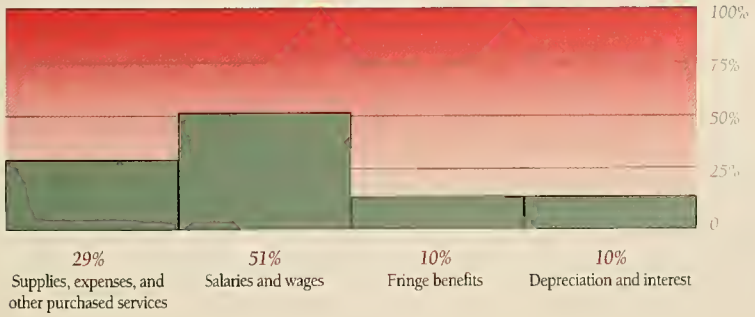
## Statement of Revenues and Expenses
and funds used for capital additions years ended September 30, 1993 and 1992 (in thousands of dollars)

| | 1993 | 1992 |
|---|---|---|
| **Revenues:** | | |
| Gross patient services revenue | $324,502 | $324,071 |
| Deductions from patient services revenue | (77,504) | (80,310) |
| Net patient services revenue | 246,998 | 243,761 |
| Other operating revenue | 101,476 | 88,917 |
| Total operating revenue | 348,474 | 332,678 |
| **Operating Expenses:** | | |
| Salaries and wages | $130,156 | $124,987 |
| Fringe benefits | 24,202 | 25,109 |
| Supplies and expenses | 77,822 | 71,389 |
| Depreciation and amortization | 26,498 | 26,475 |
| Interest | 6,235 | 7,360 |
| Research and training expenses | 51,512 | 44,235 |
| Other specific purpose fund activity | 28,726 | 25,433 |
| Total operating expenses | 345,151 | 324,988 |
| Gain from patient care operations | 3,323 | 7,690 |
| Income from prior-year contractuals | 4,548 | 28,052 |
| Income from non-operating activities | 0 | (11,244) |
| Excess of revenues over expenses | 7,871 | 24,498 |
| Capital additions | 35,257 | 29,598 |

## Sources of Revenues




## Distribution of Expenses



## Condensed Balance Sheet

years ended September 30, 1993 and 1992 (in thousands of dollars)

| | 1993 | 1992 |
|---|---|---|
| **Assets:** | | |
| General funds | $ 2,580 | $ 9,295 |
| Current: | | |
| Accounts receivable, net | 56,082 | 54,651 |
| Inventories | 1,440 | 2,141 |
| Prepaid expenses | 1,451 | 1,805 |
| Total | 61,553 | 67,892 |
| Assets held in trust under long-term debt agreements | 13,173 | 15,766 |
| Plant, property, and equipment at cost less accumulated depreciation | 235,423 | 227,381 |
| Other assets | 65,433 | 64,252 |
| Total | 375,582 | 375,291 |
| Restricted funds | | |
| Accounts receivable | 21,738 | 16,351 |
| Total | $397,320 | $391,642 |
| **Liabilities and Fund Balances:** | | |
| General funds | | |
| Current: | | |
| Current portion of long-term debt | $ 4,252 | $ 2,246 |
| Accounts payable and accrued expenses | 68,330 | 61,796 |
| Due to third-party payors | 9,464 | 31,779 |
| Total | 82,046 | 95,821 |
| Long-term debt, excluding current portion | 107,857 | 111,937 |
| Deferred compensation | 6,989 | 7,054 |
| Long-term portion of estimated third-party liabilities | 24,860 | 14,181 |
| Deferred revenue | 10,465 | 12,075 |
| Reserve for medical malpractice | 7,424 | 7,356 |
| Fund balance | 135,941 | 126,867 |
| Total | 375,582 | 375,291 |
| Restricted fund balances | | |
| Specific purpose funds | 21,738 | 16,351 |
| Total | $397,320 | $391,642 |

# People and Departments

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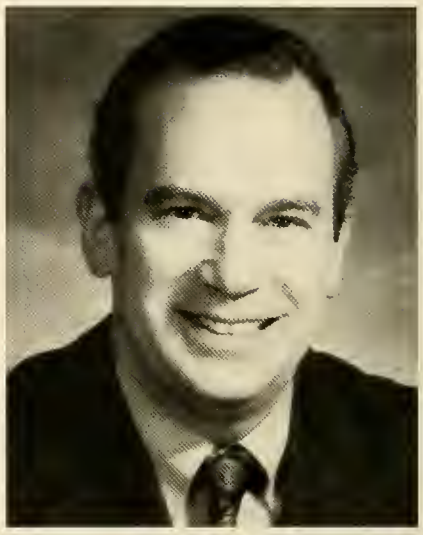

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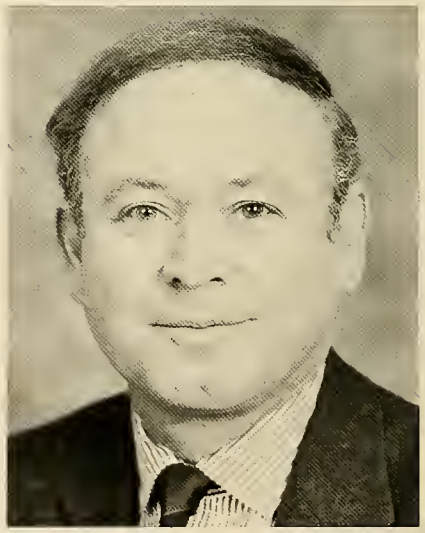

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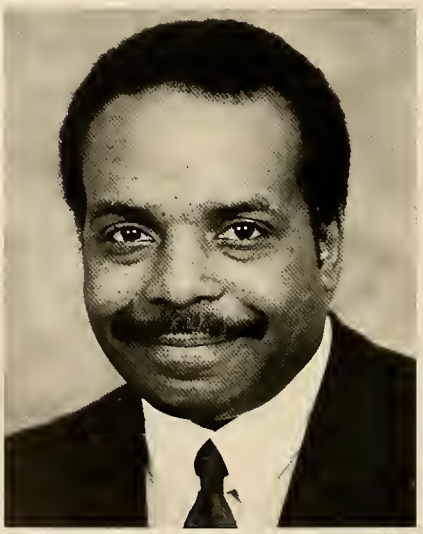

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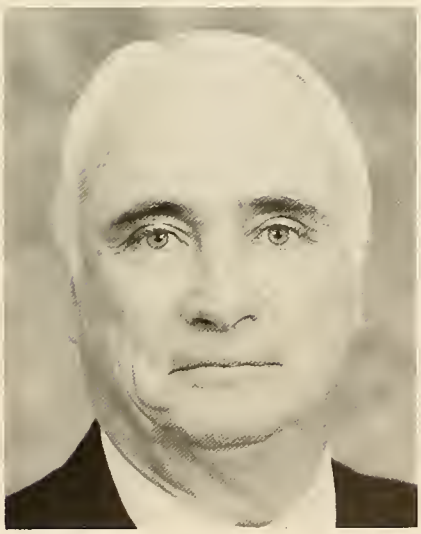

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